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16 May 1952

MEMORANDUM FOR: Deputy Director (Administration)

THRU: Chief, General Services

SUBJECT: Staff Study Regarding Organization and Methods
Table of Organization.

PROBLEM. Need for increase of T/O by 12 slots.

ASSUMPTIONS.

I. The concept that the Deputy Director (Administration) is responsible for all administrative matters throughout the Agency and that wherever at all feasible administration should be centralized will mean that the Organization and Methods Service will increasingly be required to:

a. Assist all offices, including the foreign field stations in developing sound patterns of organization, methods and procedures.

b. Be available to assist all offices, including foreign field stations, to solve specific methods and procedural problems.

II. Because Organization and Methods Service provides an excellent training ground, it can be expected that we will be called upon from time to time to supply key personnel throughout the organization.

FACTS. Tab A - Outline of present and suggested T/O.

Tab B - Partial list of projects now under way, or which should be undertaken.

DISCUSSION. Many of the tasks undertaken by the Organization and Methods Service involve the setting up of organizations and procedures, which should last for years, and therefore require thorough research, frequently down to the last minute detail. Plans have to be developed, sold and coordinated. Assistance has to be given in the implementation of such plans, and to check up to see that the plan is working or what adjustment may be needed. It is obvious, therefore, that a small staff severely limits the number of tasks that can be undertaken at one time. Against which at this time, there are many problems that should be studied concurrently.

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Again the task of approving T/O's. To do the job thoroughly requires visiting the office, discussing what work will be done in each position, ferreting out duplications, either in the office under consideration, or in other offices, all of which takes a great deal of time, particularly if there is no immediate agreement.

The preparation of Regulations and Notices frequently requires a great deal of time to be spent in coordination, and if there is a variety of opinion, they have to be coordinated and re-coordinated several times. Current reorganizations will undoubtedly result in much work in this field. For instance, we should now undertake the re-writing of all Covert Regulations. This involves considerable research to make sure there is no unnecessary duplication or conflict with the overt Regulations.

A more intensive forms control program should be initiated and carried out. This involves looking into every form used in the Agency to see whether certain forms can be combined, eliminated, or improved. This will also uncover spots where new methods and procedures need to be devised and installed.

I believe we should undertake more aggressive leadership in the Management Improvement Program required by law and Presidential Executive Order.

So much for the quantity of work. I think it will be conceded that an OAM examiner to be of any use whatever, must be of a high caliber, since he has to walk into any component of the Agency and quickly grasp the essentials so as to be able to talk intelligently and forcibly with people who are spending their whole time in the work of their office. He also has to be somewhat of a diplomat so as not to stir up opposition and to sell his ideas. Furthermore, he must be imbued with the spirit of service.

I am not in favor of going on the outside to hire top men, although in the present emergency, this has to be done. I am looking forward to the time when all my senior men will be developed in this office, starting as juniors, passing through the grade of semi-seniors to that of seniors, and I expect that my seniors will be in demand in various parts of the Agency thereby giving an opportunity for promotion from within the Service and avoid a stagnant organization.

I am only asking for 12 people at this time, as every new man will require part of the time of an older man for training. I expect most of the training will be accomplished by working with an experienced man on the job.

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Four of my men at least will probably be working out of this office at foreign stations.

RECOMMENDATIONS AND REQUEST. That the T/O attached hereto be approved.

W. L. FELL

2 Attach.
Tabs A and B

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